



City of Tigard  
Memorandum

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To: Mayor John Cook and City Council

From: Lloyd Purdy, Economic Development Manager

Re: Tigard Downtown Alliance & AmeriCorp

Date: February 24, 2015

Tigard Downtown Alliance is a partnership of downtown stakeholders including property and business owners and Tigard residents working to revitalize downtown Tigard. The TDA follows the National Trust for Historic Preservation's 4-Point approach to downtown revitalization. This approach acts as a business plan that helps guide volunteer efforts.

The Tigard Downtown Alliance is on track to meet the 8 performance measures that make them eligible for \$24,000 in city funding for capacity building. This funding is earmarked in the city's economic development budget for the budget year 2015-16 as part of the city's current investment in the TDA. The TDA expects to meet these performance measures by the end of March 2016. The 8 performance measures include:

1. Connect projects to the city's strategic vision in practice and through a brief annual report.
2. Operate under the Main Street 4 Point Approach.
3. Submit an annual work plan to city including the TDA's mission, vision and goals.
4. Actively manage projects in each of the four areas – Organization/Capacity Building, Marketing/Promotions, Design/Beautification and Economic Restructuring.
5. Track and report current and previous year volunteer time.
6. Expand participation in downtown programs by partners, other organizations and stakeholders.
7. Participate in downtown goal setting with municipal partners through the CCDA.
8. Match city funding dollar-for-dollar with funds generated by the TDA.

The capacity building funding from the city's economic development program will help the TDA cover the majority of the cost of an AmeriCorps RARE staffer starting in September of 2016. The Tigard Downtown Alliance has begun preparation of an application for an AmeriCorps Resource Assistance for Rural Environments (RARE) staffer. Even though Tigard is no longer a rural community, based upon their participation with the Oregon Main Street Program, the TDA is eligible to participate in the RARE program. This federal program administered by the University of Oregon provides a graduate level staffer to organizations that need help with community building, natural resources, food security, natural hazard planning, economic development or land use planning projects.

The TDA would provide \$22,000 of approximately \$29,600 needed to place, train, and support a

full-time RARE member to work for 11 months in downtown Tigard. The AmeriCorps program covers the remaining \$7,600 in expenses. The TDA will also have to support their AmeriCorps RARE staffer with office space, equipment and general operating costs. The TDA has five specific projects in mind for this full-time but limited duration AmeriCorps RARE staffer focused on capacity building.

**TDA Business Plan** - Develop the TDA's 3, 5 and 10 year business plan and budget forecasts pairing anticipated expenses with projected revenue. This includes defining revenues and costs for existing and long-term projects like the annual street fair, Taste of Tigard, art walk, bus tour, tree lighting, public art, new projects, stakeholder communications, general operations and staff salary.

**Downtown Communications Campaign** - Implement the TDA's annual communications campaign using a range of media and communications techniques to keep all downtown stakeholders (property owners, business owners, employees and area residents) up to date on TDA and downtown programs, projects and issues. Activities will include social and digital media, mail, group meetings and one-on-one meetings.

**Downtown Events & Programs** - Manage, support and facilitate volunteer led teams that produce downtown events, programs and projects including the annual street fair, art walk, bus tour, tree lighting, etc. RARE staffer does not produce these programs, but is responsible for supporting the volunteer teams and or staff that do produce the event. Update and develop as needed standard operating procedures and institutional know how for these programs.

**Downtown Art** - Create a downtown Tigard art program that integrates community events, art installations on private and public property, and community-wide participation. Downtown Tigard has a recent and exciting history of public art. Build upon that foundation for an intentional and comprehensive program that uses art and artists to enrich downtown Tigard in a way that is unique to this community and this downtown.

**Partnership-Building** - Build new partnerships with private enterprise, public organizations, stakeholders and entities outside of downtown Tigard through joint program that aligns goals and strengthens the organization's relationships. This could include collaborations on grants, joint programming, and active participation in projects. Potential partners include Metro, RACC, WCVA, Oregon Community Foundation, SBDC, etc.

If the Tigard Downtown Alliance finds a suitable match with an AmeriCorps RARE staffer, the TDA's board of directors will use this experience to learn how to manage a downtown focused employee and expanded programs. This is a critical step in building the capacity of the volunteer-based TDA to act as an effective partner in downtown revitalization. The TDA should be able to build upon this experience in preparation for a full-time long-term staffer in subsequent years.

With this increase in programming and expense in mind, a \$40,000 add package has been included in the 2016-2017 budget proposal for the budget committee and city council's consideration. This increased funding commitment will be tied to TDA performance measures and will help the TDA continue to mature into a more active downtown revitalization program led by a full-time program manager. In subsequent years, capacity building funding to the TDA may decrease based upon Tigard's economic development priorities, the TDA's performance and ability to generate self-sustaining revenue.